



THE INSPECTOR GENERAL OF THE AIR FORCE

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INSPECTION DIGEST



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and Senior Airman Stan Parker

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Welcome to this special edition of TIG Brief



This special edition of *TIG Brief* magazine is dedicated to the in's and out's of the Inspector General System — all you ever wanted to know about the Air Force's IG system.

In this issue, you will find information on how to submit a complaint; what happens to the complaint once it's filed; what type of training is available for inspectors and IGs; what the base-level IG and legal office can do for you; as well as listings of wing IG phone numbers for your reference.

You will also find mission features on the Secretary of the Air Force Inspector General (SAF/IG), the Air Force Office of Special Investigations (AFOSI) and the Air Force Inspection Agency (AFIA).

I hope that you will find this issue to be a good source reference for the IG system and a valuable tool.

Whether you are a commander or first-term enlistee, you should understand what our IG system does, how it functions and how you

can use the IG system to help you or your people.

The one overriding truth over the many years of our Air Force IG history is the fact that: "We're here to help." At no time in our history is that more true. With today's high ops tempo across our active, guard and reserve forces, your IG system is leaning forward in every area to focus on ways to "make it better." Whether it's by helping to solve people's complaints faster, providing in-depth Eagle Look management reviews, becoming more effective and efficient at compliance and readiness inspections, or being a customer of OSI's investigative or counterintelligence services, the Air Force's IG system is dedicated to improving our Air Force.

We are "here to help."

RAYMOND P. HUOT
Lieutenant General, USAF
The Inspector General

Write You Are!

If you have a story you'd like to tell the IG community, here's some advice on getting it into print in *TIG Brief*:

- **Keep it short.** Articles should be no more than 800 words (less than two double-spaced pages).
- **Keep it simple.** Stories should be told so simply that people outside the IG field can understand them.

- **Keep it moving.** Write in an active voice, which means avoiding is, are, was and were, four words guaranteed to render readers unconscious.
- **Spell it out.** Explain jargon and spell out acronyms. Assume that you're the only one who knows what you're talking about.
- **Check it out.** Double-check your facts.
- **Check it off.** Route your manuscript through your chain of command before sending it to:
tigbrief@kafb.saia.af.mil

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The Inspector General

Secretary of the Air Force IG

Assesses readiness, discipline



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DSN 227-4787

The Secretary of the Air Force Inspector General (SAF/IG) independently assesses the readiness, discipline and efficiency of the Air Force.

SAF/IG is responsible to the SECAF and the Air Force Chief of Staff for inspection policy; intelligence oversight; criminal investigations; counterintelligence operations; complaints program; fraud, waste and abuse program; the Air Force Inspection Agency; and the Air Force Office of Special Investigations.

SAF/IG is comprised of four headquarters directorates (Inquiries, Senior Official Inquiries, Special Investigations and Inspections) and two field operating agencies (AFIA and AFOSI):

- The Inquiries Directorate's mission is to plan, initiate, guide, evaluate and process administrative IG investigations, providing factual reports of investigation (ROIs) in support of decision-making by commanders and assigned personnel; analyze complaints, delegate investigative responsibility and provide oversight of the outcomes.

- The Senior Official Inquiries Directorate's mission is to conduct thorough, accurate and timely investigations of all allegations of misconduct by Air Force senior officials and

to conduct inquiries into other matters as directed by SECAF or the Air Force IG.

- The Special Investigations Directorate's mission is to provide policy, planning, program evaluation and resources for the Air Force's security and investigative activities and foreign counterintelligence programs, thereby ensuring preeminent investigative capability for SECAF and Air Force commanders worldwide.

- The Inspections Directorate's mission is to develop and disseminate Air Force inspection policy for The Inspector General; determine the economy, efficiency and discipline of the Air Force; plan, direct and validate the Air Force Inspection Agency's management reviews and medical inspections; and compile, analyze and report inspection results to The Inspector General, Chief of Staff and Secretary of the Air Force.

The Air Force Inspector General oversees AFIA and AFOSI:

- AFOSI's mission is to provide professional investigative service to commanders of all Air Force activities. The primary responsibilities of AFOSI are criminal investigative and counterintelligence services. The organization seeks to identify, investigate and neutralize espionage, terrorism, fraud and other major criminal activities that may threaten Air Force and Department of Defense resources.

- AFIA's mission is to provide Air Force leadership with independent assessments of mission capability, health care and resource management. AFIA recommends improvements to existing processes, policies and programs for fulfilling peacetime, contingency and wartime missions. ♦

Abuse of Authority An arbitrary or capricious exercise of power by a military member or a federal official or employee that adversely affects the rights of any person or that result in personal gain or advantage to themselves.

Aeromedical Evacuation Oversight The purpose of AE medical oversight is to assess an aeromedical evacuation unit's ability to fulfill predetermined aspects of its peacetime and wartime missions. Inspection criteria are coordinated between the Air Force Inspection Agency's Medical Directorate and major commands to properly assess indicators from the health care policies of military and civilian medical oversight agencies.

Compliance Inspection Evaluations of unit compliance with higher headquarters directives. They focus primarily on those items identified by the major command, field operating agency and direct reporting unit commander and functional staffs, and those actions required by law, executive orders, Department of Defense directives and safety guidelines that, if not complied with, could result in significant legal liability, penalties or significant mission impact. A five-tiered rating system indicates whether units are in compliance with minimum standards of approved Compliance Inspection Items (CIIs).

Complaint An allegation or set of allegations that asserts a wrong or violations of law, regulations, instruction, policy, procedures or rules, or reports conditions detrimental to the operation, mission or reputation of the Air Force.

Contracted Support Activity Inspections CSAIs evaluate contractor compliance with contract requirements. They may be conducted in conjunction with an ORI, CI or NSI. When conducted, CSAI reports are published separate from other inspection reports.

Eagle Look (Management Review) An independent and objective management review conducted by AFIA of key Air Force-wide processes requested by senior leadership. Each Eagle Look culminates with a written report and executive briefing which includes recommendations, results and follow-up intended to improve operations, support and acquisition functions. Eagle Look topics are provided and sponsored by Air Force senior leadership, yet can be submitted by any Air Force member. Topics related to readiness issues take priority over other topics. Program deficiencies are identified in Eagle Look findings. Follow up is conducted based on mutual agreement between AFIA and the Air Staff/major command process owner. The goal of followup is to ensure positive change for the Air Force.

Fraud Any intentional deception designed to unlawfully deprive the Air Force of something of value or to secure from the Air Force for an individual a benefit, privilege, allowance or consideration to which he or she is not entitled.

Health Services Inspection An assessment of the ability of an Air Force medical unit to fulfill its peacetime and wartime missions, including evaluation of medical care, and the effectiveness and efficiency of medical management. The AFIA Medical Directorate derives criteria from health care policies of the Office of the Assistant Secretary of Defense for Health Affairs, the Air Force Surgeon General and various civilian medical oversight agencies. AFIA/SG updates and distributes inspection guides to assist inspectors and medical units. Ratings are based on a medical unit's leadership and

management, health care delivery, resources and readiness. Inspections occur at active-duty treatment facilities on a short-notice basis an average of every three years (12 to 48-month window; mean 36 months), while Air Reserve Component (ARC) medical units are inspected every four years. Active-duty units are given a two- to four-week notice of inspection, shifting emphasis from inspection preparedness to sustained performance, providing Air Force leadership a more accurate mission readiness picture. HSIs are graded on a three-tier reporting system.

Investigation A duly authorized, systematic, detailed examination to uncover the facts and determine the truth of a matter. IG investigations are administrative in nature. They are fact-finding rather than judicial proceedings. They are not criminal proceedings in which proof beyond a reasonable doubt is required. Rather, the standard of proof that applies is proof by a preponderance of evidence.

Nuclear Surety Inspection The NSI is an evaluation of a unit's capability to manage nuclear resources while complying with all nuclear surety standards. An NSI may be combined with other MAJCOM inspections to reduce the number of unit inspections. Where two or more MAJCOMs share nuclear surety responsibilities at one base, Multi-MAJCOM NSIs (MMNSI) are encouraged to ensure host-tenant responsibilities are fully assessed and properly integrated. Either the host or tenant MAJCOM may perform these inspections with the concurrence of, and augmentation from, the other MAJCOM. An NSI of each nuclear-capable unit must be conducted at least every 18 months. All inspection requirements must be completed within 18 months after completing the last NSI. All phases must be completed within 120 calendar days. Provide the NSI rating when all phases are completed. If a unit does not meet the 18-month inspection requirement and is not granted a waiver, they will be decertified. MAJCOM commanders will ensure nuclear weapons are maintained in a safe, secure and reliable environment until the unit is recertified. Recertification will be accomplished by conducting an Initial NSI (see below). Units may be selected at the discretion of the MAJCOM IG to receive a minimum-notice inspection that will key on a unit's ability to perform its nuclear mission.

Other types of NSIs

- **Initial NSI** An inspection to evaluate a unit's readiness to assume or resume a nuclear mission or to evaluate and certify new or significantly modified maintenance and storage facilities or significant changes to weapons systems or portions thereof.
- **Limited NSI** A limited-scope inspection which does not evaluate all NSI areas applicable to the unit. Conducted for a variety of reasons, it does not alter the 18-month NSI requirement.
- **Joint NSI** An NSI conducted jointly by the Defense Threat Reduction Agency and a MAJCOM IG Team.

ionary

Operational Readiness Inspection ORIs are used to evaluate the ability of units with a wartime or contingency mission to conduct assigned operational missions. Units are evaluated on how well they respond, employ forces, provide mission support, and survive and operate in a hostile environment. ORIs are evaluations of a unit's ability to perform Designed Operational Capability (DOC)/Mission Essential Task List (METL)-associated taskings and assigned OPLAN taskings. Units must be ready to meet the full range of potential assigned taskings. IGs should periodically assess units against robust OPLAN taskings. IG teams should attempt to create a realistic environment for evaluation to the extent possible. ORI scenarios should evaluate both sustained performance and contingency response. Safety must not be compromised. Advance notice to inspected units for ORIs will be the minimum necessary consistent with realistic assessment scenarios, support asset scheduling, etc. For ARC units, advance notice will be approximately one year. The five-tier rating system is normally used for grading ORI performance, except where deemed inappropriate for specific mission elements. Inspections may be combined with those of other MAJCOMs, exercises and contingency events when practical. Activities should be coordinated with unified/component commands, as applicable. IG teams may deploy to forward locations and headquarters during exercises and contingency operations.

Rating Systems A five-tier rating system consists of the grades Outstanding, Excellent, Satisfactory, Marginal and Unsatisfactory. Where applicable, a simplified tier system, such as combat ready/not combat ready, mission ready/not mission ready, in compliance/not in compliance, pass/fail, satisfactory/unsatisfactory, etc. or any of the above with comment as a third tier may be used. Inspection team chiefs may assign ratings that accurately reflect observed performance regardless of statistical outcomes. Specific criteria are designed as a guide and are not a substitute for the judgment of the inspector. However, when ratings differ significantly from established criteria, the rationale should be explained.

The ratings:

Outstanding Performance or operation far exceeds mission requirements. Procedures and activities are carried out in a far superior manner. Resources and programs are very efficiently managed and are of exceptional merit. Minimal deficiencies exist.

Excellent Performance or operation exceeds mission requirements. Procedures and activities are carried out in a superior manner. Resources and programs are very efficiently managed and relatively free of deficiencies.

Satisfactory Performance or operation meets mission requirements. Procedures and activities are carried out in an effective and competent manner. Resources and programs are efficiently managed.

Minor deficiencies may exist but do not impede or limit mission accomplishment.

Marginal Performance or operation does not meet some mission requirements. Procedures and activities are not carried out in an efficient manner. Resources and programs are not efficiently managed. Deficiencies exist that impede or limit mission accomplishment.

Unsatisfactory Performance or operation does not meet mission requirements. Procedures and activities are not carried out in an adequate manner. Resources and programs are not adequately managed. Significant deficiencies exist that preclude or seriously limit mission accomplishment.

Reprisal Taking or threatening to take an unfavorable personnel action or withholding or threatening to withhold a favorable personnel action on a military member for making or preparing a protected disclosure.

Special Interest Items The SII process provides a means to focus management attention, gather data or evaluate the status of specific programs and conditions in the field. It can also be used to determine the degree of compliance with directives, policies and procedures, gather information on known or suspected problems, identify specific deficiencies or to confirm a problem has been resolved. Functional staffs analyze feedback from SIIs to facilitate decision-making and policy adjustments. SAF/IG is the approval authority for Air Force SIIs. It determines the appropriateness of proposals and may direct assessment by means other than SII if deemed more appropriate. Proposed Air Force-wide SII topics may originate at any level, but are normally sponsored by a MAJCOM or HQ Deputy Chiefs of Staff. SIIs are normally rated using a simplified scale such as satisfactory/unsatisfactory. SIIs are normally considered either long-term or short-term. MAJCOMs may establish MAJCOM-specific SIIs for subordinate units. However, MAJCOM SIIs will not conflict with, or supersede, Air Force SIIs.

Unit Self-Inspection The intent is to provide commanders with a tool for internal assessment of unit health and to complement external inspections and assessments. Self-inspection programs should be tailored to each unit's structure and mission, and contain mechanisms to ensure adequate coverage of the organization's mission, resources, training and people programs. Mechanisms may consist or periodically administered checklists, quality control reviews, internal audits, functional inspections, management information systems, numerical summaries, analysis programs, etc. ♦

Definitions per Air Force Instruction 90-201,
Inspector General Activities,
Sept. 1, 2000;
and Air Force Policy Directive 90-3,
Inspector General — The Complaints Program,
Nov. 1, 1999.

Dedicated to improving the Air Force

Air Force Inspection Agency

Action arm of The Inspector General

Everyone wants to improve the Air Force. But there is one field operating agency devoted full-time to Air Force-wide improvement: the Air Force Inspection Agency, Kirtland Air Force Base, N.M.

AFIA's 134 military and civilian professionals provide Air Force senior leaders independent assessments of mission capability, health care and resource management. AFIA recommends improvements to existing Air Force processes, policies and programs for fulfilling peacetime, contingency and wartime missions.

As the action arm of the Air Force Inspector General (TIG), it's the only Air Force organization chartered to provide Air Force-wide reviews of programs and processes. These reviews can benefit both process owners and every Air Force member and address issues requested by senior Air Force leadership.

AFIA has five major mission areas:

- Conducts management reviews, known as Eagle Looks. Eagle Looks are aimed at ensuring Air Force programs and processes function as intended. Reviews span from operations and logistics issues to support, acquisition and medical functions that culminate in a written report and executive briefing that provide Air Force senior leaders with findings and recommendations to improve their programs.
- Conducts Health Services Inspections (HSIs) assessing medical readiness, management effectiveness and quality of healthcare delivery at all Air Force medical units. Additionally, by agreement with the

Nuclear Regulatory Commission, AFIA inspects all Radioactive Material (RAM) Permits held by the Air Force.

- Publishes *TIG Brief* magazine, a worldwide publication that provides authoritative guidance and information to commanders, inspectors general, inspectors and Air Force supervisors and leaders at all levels of command. Published since 1943, it is the Air Force's oldest publication.

- Conducts the Air Force Inspector's Course, a two-day course for new major command, FOA and Direct Reporting Unit inspectors worldwide.
- Conducts compliance inspections for all FOAs and DRUs that don't otherwise have any IG oversight.

Among recent reviews conducted by fully-trained AFIA inspectors are *Contractor Support and Essential Services During Wartime and Operational Contingencies; Munitions Infrastructure and Storage Capability; Human Systems Integration in Air Force Acquisition; Recovery of Damaged or Disabled Large Aircraft; Air Force Real Property Preventive Maintenance; Lodging*



Nonappropriated Funds Requirements Budget; Air Operations Centers; and a review of the Civil Air Patrol.

AFIA's heritage dates back to 1927 when it was an inspection division in the Army Air Corps, performing inspections related to flight safety. After the Air Force was established in 1947, inspection responsibility was turned over to The Inspector General office, which in the 1950s established the 1002nd Inspector General Group at Norton AFB, Calif.

AFIA moved to Kirtland AFB in 1993, when it became a FOA reporting directly to TIG, becoming the cornerstone of inspection and assessment.

For more information regarding AFIA visit www-4afia.saia.af.mil or call DSN 246-AFIA. ♦

Providing objective, quality audits

Air Force Audit Agency

Serving all levels of AF management

Ray Jordan AFAA/DOO
ray.jordan@pentagon.af.mil

The Air Force Audit Agency, headquartered in the National Capital Region, provides all levels of Air Force management with independent, objective and quality audit services.

The Air Force internal audit function, by law (Title 10, U.S.Code, Section 8014), is the responsibility of the Secretary of the Air Force. The secretary delegated authority for accomplishing the internal audit mission to the Auditor General of the Air Force, who heads the agency.

The agency is authorized to independently select Air Force active and reserve force activities for audit, determine the scope of audit work and report audit results.

The agency provides a variety of audit services, each one tailored to a particular purpose and level of management.

Three of the most common audit services are the centrally directed audit, installation-level audit and management advisory service.

Centrally Directed Audits

These Air Force-wide evaluations primarily serve Headquarters Air Force and major commands. Accomplished concurrently at multiple locations, the agency performs about 100 centrally directed audits each year to evaluate and identify problems that impact the Air Force as a whole.

Agency personnel address resulting reports to Headquarters Air Force or the major commands for corrective action. In addition, the Air Staff, Secretariat, General Accounting Office and Department of Defense Inspector General receive copies of all audit reports resulting from centrally directed audits.

Installation-Level Audits

These single-site audits provide local managers with objective evaluations of their operations.

The audit results reflect conditions existing at the specific site audited and are included in reports addressed to the unit and appropriate major command.

The agency performs about 1,200 installation-level audits annually.



Management Advisory Service

The agency offers management advisory and consulting services to provide more responsive and timely support tailored to specific concerns of senior Air Force leaders.

An advisory service is performed under circumstances in which a full audit is not necessary.

The agency normally completes an advisory service within 45 days and provides a close-out briefing or memorandum to the applicable commanders.

Additional Information and Point of Contact

The Air Force Audit Agency is committed to providing value-added audit service to Air Force management. For more information, visit our web site, www.afaa.hq.af.mil.

If your organization desires one of our services, contact the agency's Operations Directorate, DSN 426-8026. Staff personnel will direct you to the appropriate audit directorate. ♦

Professional, unbiased investigators

AF Office of Special Investigations

Counterintelligence, criminal investigations

Maj. Michael Richmond

AFOSI/PA

michael.richmond@ogn.af.mil

The Air Force Office of Special Investigations is a field operating agency headquartered at Andrews AFB, Md. The agency reports to The Inspector General, Office of the Secretary of the Air Force.

Since its inception on Aug. 1, 1948, OSI has provided professional, independent, unbiased and centrally directed investigations of criminal activity in the Air Force. Its primary responsibilities are counterintelligence and criminal investigations. OSI seeks to identify, investigate and neutralize espionage, terrorism, fraud, information-systems intrusions and other criminal activities that threaten Air Force and Department of Defense resources.

More than 2,200 people comprise OSI. These include active-duty officers, enlisted personnel, civilians and reservists. Of this number, nearly 1,700 are federally credentialed special agents.

We Train Our Own

To perform its investigative missions, OSI recruits and trains its own special agents, made up of officers, enlisted personnel and civilians, all of whom attend an 11-week Special Investigator Course at the U.S. Air Force Special Investigations Academy at Andrews.

The course includes instruction in law, investigative theory, forensics, interview techniques and other subjects that prepare the agent

trainees for duty.

Upon successful completion of the 11-week course, some agents attain further training in economic crime, antiterrorism, counterintelligence and other investigative specialties. Selected others are trained in special technical skills, such as electronics and photography, to perform technical surveillance countermeasures. Certain experienced agents are selected for polygraph duties and attend a 14-week Department of Defense course to acquire the necessary skills.

Organization

OSI's organization consists of eight field investigations regions, seven field investigations squadrons, and more than 160 detachments and operating locations worldwide.

Invaluable to the successful resolution of investigations are numerous OSI specialists, such as polygraphers, behavioral scientists, technical specialists and forensics advisors.

Another area of specialty is the field of computers.



DOD Computer Agent

The Air Force's cutting-edge role in information technology has earned OSI status as the Department of Defense executive agent for the Defense Computer Forensics Laboratory and the Defense Computer Investigations Training Program.

The laboratory provides computer-evidence processing, analysis and diagnosis for counterintelligence, criminal and fraud cases, while the training program provides computer investigation and computer forensics training to Department of Defense investigators and examiners. ♦

In producing *Inspection Digest*, we found out how many IG telephone directories exist: None. So we set ourselves the task of listing the primary phone number of every major command, wing and direct reporting unit IG in the Air Force. We've got 'em all on this and the next two pages

IGs Overseas

United States Air Forces in Europe

HQ USAFE	Ramstein AFB	Germany	314-480-6574
31 FW/IG	Aviano AB	Italy	314-676-6253
39 WING/IG	Incirlik AB	Turkey	314-676-8878
48 FW/IG	RAF Lakenheath	U.K.	314-226-5124
100 ARW/IG	RAF Mildenhall	U.K.	314-238-3628
86 AW/IG	Ramstein AB	Germany	314-480-2457
52 FW/IG	Spangdahlem AB	Germany	314-452-7330

Pacific Air Forces

HQ PACAF	Hickam AFB	HI	315-449-3900
36 ABW/IG	Andersen AFB	Guam	315-366-5258
354 FW/IG	Eielson AFB	AK	317-377-1322
3 WING/IG	Elmendorf AFB	AK	317-552-8931
15 ABW/IG	Hickam AFB	HI	315-449-0477
18 WING/IG	Kadena AB	Japan	315-634-7622
8 FW/IG	Kunsan AB	South Korea	315-782-4850
35 FW/IG	Misawa AB	Japan	315-226-3515
51 FW/IG	Osan AB	South Korea	315-784-5102
374 AW/IG	Yokota AB	Japan	315-225-7262

THE IG PHONE BOOK

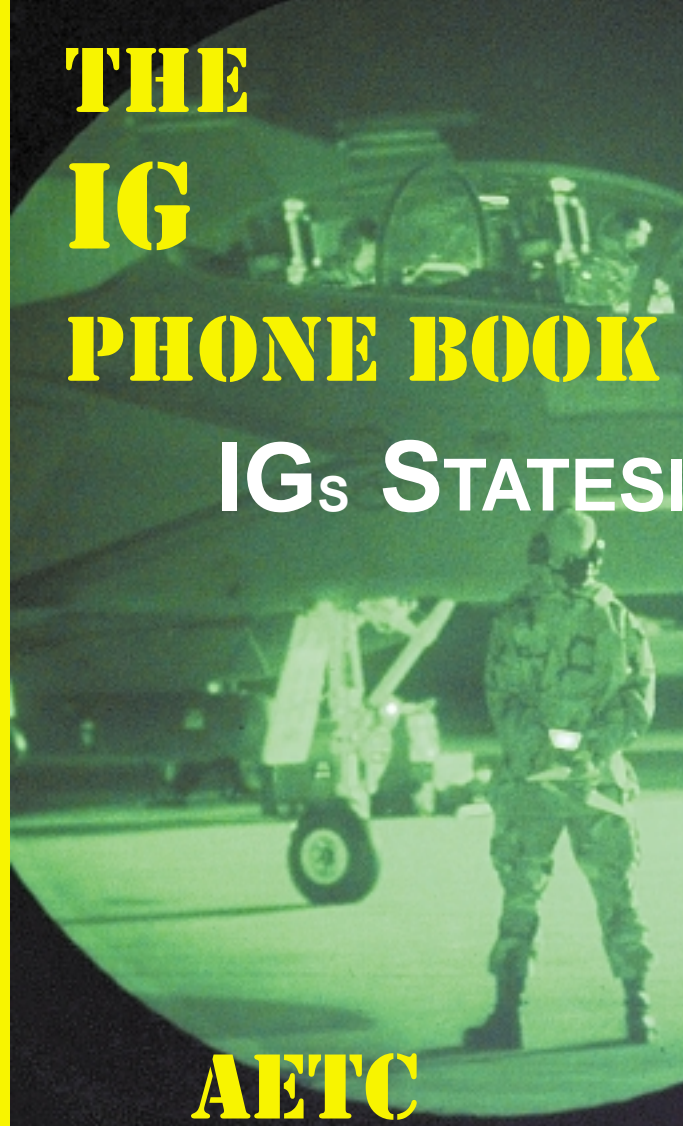




ACC

AIR COMBAT COMMAND

HQ ACC/IG	Langley AFB	VA	574-8700
2 BW/IG	Barksdale AFB	LA	781-5049
9 RW/IG	Beale AFB	CA	368-9346
27 FW/IG	Cannon AFB	NM	681-7776
355 WING/IG	Davis-Monthan AFB	AZ	228-5633
7 BW/IG	Dyess AFB	TX	461-1539
33 FW/IG	Eglin AFB	FL	875-4001
53 WG/IG	Eglin AFB	FL	872-5966
28 BW/IG	Ellsworth AFB	SD	675-6070
388 FW/IG	Hill AFB	UT	777-3620
49 FW/IG	Holloman AFB	NM	572-5572
1 FW/IG	Langley AFB	VA	574-5162
65 ABW/IG	Lajes Field	Azores	535-3264
5 BW/IG	Minot AFB	ND	453-3076
347 WING/IG	Moody AFB	GA	460-3341
366 WING/IG	Mountain Home AFB	ID	728-2636
99 ABW/IG	Nellis AFB	NV	682-9974
55 WING/IG	Offutt AFB	NE	271-7167
20 FW/IG	Shaw AFB	SC	965-1948
4 FW/IG	Seymour Johnson AFB	NC	722-0013
552 ACW/IG	Tinker AFB	OK	339-2051
509 BW/IG	Whiteman AFB	MO	975-7139



**THE
IG
PHONE BOOK**

IGs STATESIDE

AETC

AIR EDUCATION AND TRAINING

HQ AETC/IG	Randolph AFB
97 AMW/IG	Altus AFB
14 FTW/IG	Columbus AFB
17 TRW/IG	Goodfellow AFB
81 TRW/IG	Keesler AFB
58 SOW/IG	Kirtland AFB
37 TRW/IG	Lackland AFB
59 MDW/IG	Lackland AFB
47 FTW/IG	Laughlin AFB
314 AW/IG	Little Rock AFB
56 FW/IG	Luke AFB
42 ABW/IG	Maxwell AFB
AFOTS/IG	Maxwell AFB
HQ AU/IG	Maxwell AFB
CAP USAF/IG	Maxwell AFB
12 FTW/IG	Randolph AFB
AFRS/IG	Randolph AFB
80 FTW/IG	Sheppard AFB
82 TRW/IG	Sheppard AFB
325 FW/IG	Tyndall AFB
71 FTW/IG	Vance AFB
AFIT/IG	Wright-Patterson AFB



AFMC

AIR FORCE MATERIEL COMMAND

HQ AFMC

AEDC/IG
311 HSW/IG
AFFTC/IG
AAC/IG
ESC/IG
OO-ALC/IG
SA-ALC/IG
377 ABW/IG
SMC/IG
SM-ALC/IG
WR-ALC
OC-ALC/IG
ASC/IG

Wright-Patterson AFB

Arnold AFB
Brooks AFB
Edwards AFB
Eglin AFB
Hanscom AFB
Hill AFB
Kelly AFB
Kirtland AFB
Los Angeles AFB
McClellan AFB
Robins AFB
Tinker AFB
Wright-Patterson AFB

OH

340-5202
240-8380
527-4888
872-5966
478-1047
777-5305
945-4822
246-2411
833-0802
633-3007
468-5111
339-2051
785-5437

AMC

AIR MOBILITY COMMAND

HQ AMC

89 AW/IG
437 ABW/IG
436 AW/IG
92 ARW/IG
319 ARW/IG
6 ARW/IG
62 AW/IG
22 ARW/IG
305 AMW/IG
43 AW/IG
375 AW/IG
60 AMW/IG

Scott AFB

Andrews AFB
Charleston AFB
Dover AFB
Fairchild AFB
Grand Forks AFB
MacDill AFB
McChord AFB
McConnell AFM
McGuire AFB
Pope AFB
Scott AFB
Travis AFB

IL

858-2429
673-3556
445-4046
657-3677
362-6016
968-4962
382-5444
743-3192
650-3052
424-2302
576-4744
837-2224

NG COMMAND

TX	487-2407
OK	866-6370
MS	742-2927
TX	477-5289
MS	597-3010
NM	263-5800
TX	473-3347
TX	554-7424
TX	732-5638
AR	731-3596
AZ	896-6140
AL	493-3499
AL	493-8825
AL	493-7700
AL	493-4286
TX	487-7218
TX	487-6130
TX	736-3628
TX	736-2031
FL	523-4646
OK	448-6323
OH	785-4645

AFSPC

AIR FORCE SPACE COMMAND

HQ AFSPC

821 SG
90 SW/IG
341 SW/IG
91 SW/IG
45 SW/IG
21 SW/IG
50 SW/IG
30 SW/IG

Peterson AFB

Buckley AFB
Francis E. Warren AFB
Malmstrom AFB
Minot AFB
Patrick AFB
Peterson AFB
Schriever AFB
Vandenberg AFB

CO

834-7155
Call 21 SW/IG
481-4800
632-7119
453-3215
854-4373
834-2104
560-3764
275-6366

AFSOC

AIR FORCE SPECIAL OPERATIONS COMMAND

HQ AFSOC

16 SOW/IG

Hurlburt Field

Hurlburt Field

FL

579-2256
579-4439

DRUs

DIRECT REPORTING UNITS

10 ABW/IG
11 WING/IG

USAF Academy
Bolling AFB

CO
D.C.

333-5024
754-8814

THE IG PHONE BOOK

AF RESERVE

		<i>Primary</i>	<i>Alternate</i>
HQ AFRC/IG	Robins AFB, GA	497-1493	
459 AW/IG	Andrews AFB, MD	858-2345	
917 WG/IG	Barksdale AFB, LA	781-7282 (P) 781-9743 (A)	
940 ARW/IG	Beale AFB, CA	368-1940 (P) 368-1599 (A)	
315 AW/IG	Charleston AFB, SC	673-6351 (P) 673-2092 (A)	
305 RQS/IG	Davis-Monthan AFB, AZ	228-6859 (P) 228-5290 (A)	
HQ ARPC/IG	Denver, CO	926-6312	
22 AF/IG	Dobbins ARB, GA	925-5318	
94 AW/IG	Dobbins ARB, GA	925-3298 (P) 925-5919 (A)	
512 AW/IG	Dover AFB, DE	445-5127 (P) 445-3804 (A)	
919 SOW/IG	Eglin AFB, FL	875-6571 (P) 875-6277 (A)	
434 ARW/IG	Grissom ARB, IN	928-2271 (P) 928-2961 (A)	
419 FW/IG	Hill AFB, UT	586-0970	
482 FW/IG	Homestead ARB, FL	791-7412 (P) 791-7015 (A)	
403 WG/IG	Keesler AFB, MS	597-0767 (P) 597-2691 (A)	
433 AW/IG	Kelly AFB, TX	969-4331	
944 FW/IG	Luke AFB, AZ	896-6682 (P) 896-5301 (A)	
4 AF/IG	March ARB, CA	947-5692	
452 AMW/IG	March ARB, CA	947-4478 (P) 947-5112 (A)	
908 AW/IG	Maxwell AFB, AL	493-3353 (P) 493-7830 (A)	
446 AW/IG	McChord AFB, WA	382-5550 (P) 382-5251 (A)	
931 ARG/IG	McConnell AFB, KS	743-3684 (P) 743-5853 (A)	
514 AMW/IG	McGuire AFB, NJ	650-5140 (P) 650-2337 (A)	
440 AW/IG	Mitchell IAP-ARS, WI	950-6025 (P) 950-5436 (A)	
934 AW/IG	Mpls-St. Paul IAP ARS, MN	783-1446 (P) 783-1724 (A)	
10 AF/IG	NAS JRB Fort Worth, TX	739-5121	
301 FW/IG	NAS JRB Fort Worth, TX	739-6956 (P) 739-6875 (A)	
926 FW/IG	NAS JRB New Orleans, LA	678-9777 (P) 678-3493 (A)	
914 AW/IG	Niagra Falls ARS, NY	238-3192 (P) 238-3004 (A)	
953 RSPTS/IG	Norfolk Naval Base, VA	836-6797 (P) 836-6554 (A)	
920 RQG/IG	Patrick AFB, FL	854-9008 (P) 854-8724 (A)	
302 AW/IG	Peterson AFB, CO	834-8133	
911 AW/IG	Pittsburgh IAP ARS, PA	277-8133	
939 RQW/IG	Portland IAP, OR	638-4094 (P) 638-4939 (A)	
340 FTG/IG	Randolph AFB, TX	487-1178	
932 AW/IG	Scott AFB, IL	779-7044 (P) 779-7100 (A)	
927 ARW/IG	Selfridge ANGB, MI	273-5652 (P) 273-4597 (A)	
916 ARW/IG	Seymour-Johnson AFB, NC	722-2205 (P) 722-2001 (A)	
507 WG/IG	Tinker AFB, OK	884-6910 (P) 884-3823 (A)	
513 ACG/IG	Tinker AFB, OK	884-6910 (P) 884-4800 (A)	
349 AMW/IG	Travis AFB, CA	837-3737 (P) 837-3220 (A)	
439 AW/IG	Westover ARB, MA	589-3167 (P) 589-2273 (A)	
442 FW/IG	Whiteman AFB, MO	975-4008 (P) 975-4281 (A)	
913 AW/IG	Willow Grove ARS, PA	991-2029	
445 AW/IG	Wright-Patterson AFB, OH	787-9902 (P) 787-2521 (A)	
910 AW/IG	Youngstown-Warren ARS, OH	346-1090 (P) 346-1793 (A)	

SIIs

SPECIAL INTEREST ITEMs

On the opposite page is a schedule of special interest items to advise inspectors at all levels of current inspection efforts and to encourage crossfeed of inspection guides and information.

The schedule contains ongoing Air Force and major command SII's. Questions can be referred to the points of contact.

MAJCOM links are at www.ig.hq.af.mil/majcom2.htm.

These SII's were current as of Dec. 1, 2000.

Special Interest Item – A means to focus management attention, gather data or evaluate the status of specific programs and conditions in the field.

Headquarters Air Force

Maj. James C. Johnson

jamesc.johnson@pentagon.af.mil

Maj. Arnold Lee

arnold.lee@pentagon.af.mil

Maj. Timothy Hansen

timothy.hansen@pentagon.af.mil

DSN 227-7050 for all POCs

#	TITLE	EXPIRES
00-001	Use of Airman's Manual	Jan. 31
00-003	Deployment and Viability of Antiterrorism/Force Protection Programs	July 31
01-001	Confined Spaces Program	Dec. 31

Air Combat Command

Kathy A. Davis DSN 574-8710

kathy.davis@langley.af.mil

97-2	Security Deviation Program	Indefinite
00-3	ACC Formation Contracts	Indefinite
00-1	Supply Discrepancy Reporting	April 1
00-2	ACC Flight Commander and Supervisor Course	Sept. 31

Pacific Air Forces

Chief Master Sgt. Karen Pickering DSN 449-3908

karen.pickering@hickam.af.mil

99-003	Airfield Signs and Markings	July 31
99-004	Airfield/Airspace Obstruction Waivers	July 31
00-001	Crash Recovery Program	March 15, '02

Air Education and Training Command

Maj. John Markovetz DSN 487-2529

john.markovetz@randolph.af.mil

99-1	Government Leased Quarters	March 31
99-2	Active Duty Service Commitment Program	July 31
00-1	Cockpit/Crew Resource Management Program	July 31, '03

Air Force Materiel Command

Maj. Jannell Quin DSN 787-9841

jannell.quin@wpafb.af.mil

00-A	Aircraft Maintenance Training Management	March 1
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Air Mobility Command

Master Sgt. Brian Campbell DSN 779-0547

brian.campbell@scott.af.mil

00-001	Mobility Bag Management	Dec. 31
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Air Force Special Operations Command

Maj. Margaret Fleming DSN 579-4162

margaret.fleming@hurlburt.af.mil

00-003	Hazardous Materials Movement Procedures	July 31
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Air Force Space Command

Master Sgt. Ronald Sherrill DSN 834-6360

ronald.sherrill@peterson.af.mil

00-001	Family Housing Lead-based Paint Disclosure	Aug. 31
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Air Force Reserve Command

Master Sgt. Kathy Nethaway DSN 497-1498

kathy.nethaway@afrc.af.mil

Currently no SIIs scheduled

Air National Guard

Lt. Col. Tom McClain DSN 327-2487

george.mcclain@ngb.ang.af.mil

Currently no SIIs scheduled

United States Air Forces in Europe

Senior Master Sgt. Marshall Edwards DSN 314-480-6009

marshall.edwards@ramstein.af.mil

98-001	Explosive Site Plans Status	April 26
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99-001	Small Arms Ranges	Feb. 1
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Medical SIIs

Col. Donald Geeze DSN 246-2535

donald.geeze@kafb.saia.af.mil

	Continuing Medical Education	July 1
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	Custody of Outpatient Medical Records	March 1
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	Tricare	March 1
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*Unless otherwise noted, the year of expiration is 2001.



Where Inspectors Hit The Books

Three courses are available to Air Force inspectors — two from the Secretary of the Air Force Inspector General and a third course from the Air Force Inspection Agency. **The Complaints College**

SAF/IG offers two training courses which together comprise The Complaints College: *The Installation Inspector General Training Course* and *The Investigating Officer's Training Course*.

Installation IG Training Course

IIGTC is a five-day course designed to prepare installation inspectors general for duties associated with

complaint and disclosure investigation; case management and complaint processing; and investigating officer training and oversight. IIGTC is primarily for installation inspectors general; however, other assigned personnel in other levels of IG responsibilities may attend and benefit from this course. The course is held at the Xerox University in Leesburg, Va., and is offered several times throughout the year.

Investigating Officer's Training Course

The Investigating Officer's Training Course is a two-day course covering the essentials needed for an Air Force member to conduct an administrative investigation. It was ini-

tially developed by the Air National Guard in early 1997 and has been adapted to include active-duty and reserve personnel. The course is taught at installations throughout the world. All IGs should advise their commanders of the opportunity to train and prepare potential IOs.

Want more information? Contact the SAF/IG training staff at DSN 425-1534.

U.S. Air Force Inspector's Course

The Air Force Inspection Agency, Kirtland AFB, N.M., offers the U.S. Air Force Inspector's Course. This two-day traveling course is targeted at newly assigned inspectors from major commands, direct reporting units and

field operating agencies with established IG teams.

The course blends lecture and practical exercises utilizing operational readiness inspection examples from all MAJCOM reports.

Lessons include Air Force inspection system history, principles and concepts; inspection guidelines; pre-inspection planning; how to inspect; report writing; and how to identify findings.

The course also offers one of two optional blocks, Expeditionary

Aerospace Force or Nuclear Surety Inspections.

New lessons currently under development include instruction on contractor support activity inspections and practical lessons on how to develop criteria, findings and validation.

The Inspectors Course is offered from January to February and then again from July to August. Once the course schedule is final it is posted on the AFIA homepage under "USAF Inspector's Course Schedule" with MAJCOM, DRU and FOA

points of contact.

For more information call DSN 246-1801.

Although the Installation IG Training Course is mandatory for all new installation IGs, these training courses are not the last word in inspection. Most of the MAJCOMs continue the process by providing detailed training regarding their own perspectives and style.

Check out the MAJCOM web sites or give your MAJCOM a call to find out more. See below.

Know your MAJCOM IG

Secretary of the Air Force Inspector General

Lt. Gen. Raymond Huot
www.ig.hq.af.mil
DSN 227-6733

Deputy SAF/IG

Maj. Gen. Robert Winner
DSN 227-4351

Air Force Inspection Agency

Col. Fred Wall
www-4afia.saia.af.mil
DSN 246-2342

Air Combat Command

Brig. Gen.
Ronald Sams
wwwmil.acc.af.mil/ig
DSN 574-8700

Air Education and Training Command

Col. Felix Grieder
www.aetc.af.mil/ig
DSN 487-2407

Air Force Materiel Command

Col. Kathleen Close
www.afmc.wpafb.af.mil/organizations/HQ-AFMC/IG
DSN 787-6331

Air Force Reserve Command

Brig. Gen. Robert Lytle
wwwmil.afrc.af.mil/HQ/IG/default
DSN 497-1491

Air Force Special Operations Command

Col. Robert Zdenek
www.afsoc.af.mil/milonly/ig
DSN 579-2256

Air Force Space Command

Col. Richard Baldwin
halfway.peterson.af.mil/afspcig
DSN 834-7155

Air Mobility Command

Brig. Gen. (select) Donald Wurster
www.amc.af.mil/ig/html/index
DSN 576-4445

Pacific Air Forces

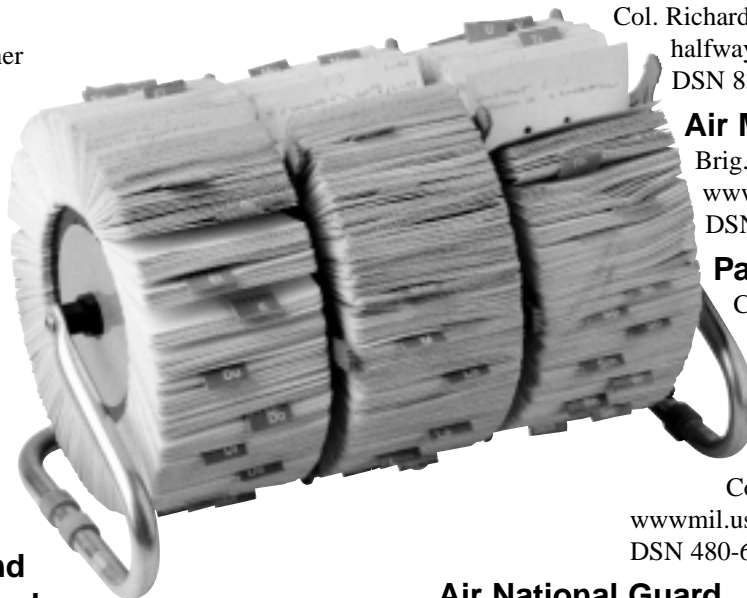
Col. Andrew Dichter
www.hqpacaf.af.mil/ig
DSN 449-3900

United States Air Forces in Europe

Col. James Robertson III
wwwmil.usafe.af.mil/direct/ig/index
DSN 480-6574

Air National Guard

Mr. Cronin Byrd
DSN 327-2482



Can you live without the Internet?

Not if you're in the inspection world.

The 'net has become *the* place to be for inspectors, auditors and investigators, providing resources to verify information and conduct serious research. It can even help with the most mundane of tasks, like making travel plans.

TIG Brief polled the Air Force Inspection Agency's trained inspectors for their favorite web sites, the ones they find most useful in their work. Here are just some of the results, sites you'll find useful, even valuable.

In General

Air Force Worldwide Web Sites

<http://www.af.mil/sites>

Air Force Inspector General

www.ig.hq.af.mil/igq

Air Force Issues-Commanders Site

(Includes Chief of Staff NOTAMS)

www.issues.af.mil

Britannica Online

www.eb.com

CIA World Fact Book

www.odci.gov/cia/publications/factbook

DoD Foreign Clearance Guide

www.fcg.pentagon.mil

Farmers Almanac

www.almanac.com

Federal Government

<http://firstgov.gov>

Federal IG Site

www.ignet.gov/ignet

(links to PCIE, the President's Council on Integrity and Efficiency)

Government Accounting Office

www.gao.gov

Knowledge Management

<https://afkm.af.mil>

Library of Congress

<http://www.loc.gov>

National Partnership

for Reinventing Government

www.npr.gov

Occupational Safety

and Health Administration

www.osha.gov



Publications

Air Force

<http://afpubs.hq.af.mil>

Air Combat Command

www.acc.af.mil/public/accpubs

Air Education

and Training Command

<http://www.aetc.randolph.af.mil/im>

AF Special Operations Command

<http://www.afsoc.af.mil/library/pubs>

AF Reserve Command

www.afrc.af.mil/afrcpubs/pubs

AF Materiel Command

www.afmc-mil.wpafb.af.mil/pdl/afmc

Air Mobility Command

www.safb.af.mil/hqamc/sc/scy/publish

Air National Guard

www.ngbpdc.ngb.army.mil/angseries.asp

Department of Defense

<http://web7.whs.osd.mil>

Pacific Air Force

www2.hickam.af.mil/publications/pages

U.S. Air Forces in Europe

<https://www.mil.usafe.af.mil/direct/foas/css/sb/scbp/pdl/publish>

Medical

Air Force Surgeon General

<http://sg-www.satx.disa.mil/af/sg>

Tricare

www.tricare.osd.mil

AF Medical Facilities Directory

http://sg-www.satx.disa.mil/af/mtf/mtf_alpha.cfm

Joint Commission on Accreditation of Healthcare Organizations

www.jcaho.org

Just Plain Handy

Acronym Finder

www.acronymfinder.com

City Search

www.citysearch.com

Defense Finance

and Accounting Service

Per Diem Site

www.dtic.mil/perdiem

Lodging Reservations

(via AF Services Agency)

www-r.afsv.af.mil/lodging

Maps

<http://maps.expedia.msn.com>

Time (Official U.S.)

www.time.gov

Weather

www.intellicast.com

Webster's Dictionary

www.m-w.com

ZIP+4 Finder

www.usps.gov

— For helping us compile this list, our special thanks to Col. Robert Jensik, Col. (select) Jan Long, Mr. Mike Van Dyke, and Maj. Steve Niehoff, Lee Taylor and Ramona Younghanse.

'He cannot be beloved'

A brief history of

THE INSPECTOR GENERAL

The inspector general concept dates back to King Charles I in his 1629 Articles of War. "The Inspector General must have a horse and some soldiers to attend him and all the rest are commanded to obey and assist, or else the Service will suffer. For he is but one and must correct many, therefore he cannot be beloved..."

America's First IG

On Oct. 26, 1777, General George Washington assembled a council composed of 14 general officers to discuss the appointment of an inspector general, whose duties should be to determine, with the consent of the commander in chief, the instruction, discipline, strength and condition of all organizations, their accounts, rations, arms and equipment, and the capacity of all officers. His reports would go to the board of war and a copy to the majors of regiments; all complaints and grievances to Congress.

Following the meeting, Lieutenant-General Baron von Steuben was appointed as an acting inspector general. He arrived at Valley Forge in December 1777 to begin his duties.

Von Steuben was faced with an Army without sufficient arms, clothing, rations, medicines, organization, instruction or discipline; there was no military code. He quickly transformed the Army by developing and creating a practical training program which dramatically improved morale and capability.

As a result of his efforts, he was appointed the first inspector general on May 5, 1778, with the rank of major general.

Air Force Roots

The Air Force IG function traces its roots to 1927 with the formation of the Inspection Division under the chief of the Army Air Corps.

The new division performed technical inspections in support of flight safety, "...which utilized an inspection process to anticipate when aircraft problems were likely to develop and pre-



scribe actions to prevent them from happening."

By the end of World War II, this function aligned under the air inspector.

In 1948, after the Air Force became a separate service, the Air Force chief of staff designated the inspector general to oversee all inspection and safety functions.

Lt. Gen. Hugh Knerr was appointed as the Air Force's

first IG. His mission centered around three primary functions: inspection, special inves-

tigation and security.

Today, the IG independently assesses the readiness, discipline and efficiency of the Air Force, directly supporting the commander in chief.



Legendary Air Force IGs are Maj. Gen. Hugh Knerr (top), the first IG, Lt. Gen. Selmon W. Wells (above), TIG during the strict-compliance era, and Lt. Gen. John D. Ryan (left), who went on to become Air Force chief of staff.



RECENT EVOLUTION

1970	Hard-nosed compliance
1975	Redirection away from no-notice, black hat compliance inspection
1977	Inspection reports become consultant reports
1983-89	Varied approaches to IG business
1989-91	Advent of Quality Air Force
1993	Quality Air Force Assessments: "Gray hat" mode
1996	Transition from QAFAs to focus on USAF Core Competencies

Complaints

What you should know

The Air Force's complaint and Fraud, Waste and Abuse Programs are leadership tools that indicate where command involvement needs to correct systemic, programmatic or procedural weaknesses.

These programs provide feedback critical to the success of each individual in the chain of command. The programs ensure Air Force personnel are using resources effectively and efficiently in support of the mission; issues are objectively and fairly resolved in an atmosphere of trust without fear of retaliation or reprisal.

Personal complaints and FWA disclosures help commanders discover and correct problems affecting the productivity and satisfaction of assigned personnel. Resolving the underlying cause of a complaint may prevent more severe symptoms or costly effects such as reduced readiness, accidents, poor-quality work, poor morale or loss of resources. Substantiated allegations may indicate isolated weaknesses or systemic problems that affect resources.

Air Force Instruction 90-301, *Inspector General Complaints*, formalizes the Air Force's commitment to prevent and eliminate FWA. It also outlines the complaint process. You have a duty to report mismanagement, FWA, violations of Air Force directives, injustice, and any deficiency or like condition to a superior or commander in your chain of command, to an inspector or inspector general, or within any established grievance channel.

Presenting Complaints

You may file a complaint at any IG level without notifying or following the

chain of command. However, the IG office in which you lodge your complaint may determine the IG level or appropriate agency that will address the concerns.

How to File a Complaint

Before filing a complaint with an appropriate-level IG, first review AFI 90-

301 to determine whether the IG system is the best route to resolve the complaint. If it is, then fill out AF Form 102, *IG Personal and FWA Complaint Registration*, prior to filing the complaint with the IG office.

Complaints not submitted on the form should be drafted following the same format outlined in AFI 90-301, Table 1.2. Complaints not filed using the correct format may cause a delay in the processing of the complaint.

The next step is to briefly outline the facts and relevant background related to the issue or complaint using the Form 102. Then, list the allegations of wrongdoing briefly and in general terms. Detailed information and supporting documentation will be asked for later when an interview is conducted. Allegations should answer: who committed the violation; what violation was committed; what law, regulation, procedure or policy was violat-

ed; and when did the violation occur.

Complainant Protections

The Air Force has a well-established complaint program at all levels of command, starting with your commander and progressing up through the Secretary of the Air Force Inspector General (SAF/IG).

You may make your complaint at any level of the IG system without fear of reprisal.

You have the right to file a complaint regarding information you reasonably believe evidences a violation of law or regulation, including unlawful discrimination or sexual harassment, mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety.

If you think someone has taken reprisal against you just because you

complained, tell any inspector or an IG. IGs will advise you of your rights and your option to file a reprisal complaint with the Department of Defense Inspector General according to procedures established in *Military Whistleblower Protection*. ♦

Complaints Not Handled in IG Channels

Matters covered under other established directives or grievance channels are generally not handled through the IG. This list is not all-inclusive, so consult your commander or local IG to determine the appropriate office or agency to address your concerns.

- Discrimination: AFI 36-2706
- Enlisted administrative separations: AFI 36-3208
- Equal opportunity in off-base housing: Air Force Policy Directive 32-60
- Landlord tenant disputes: AFI 32-6001
- Appeal of an enlisted evaluation report: AFI 36-2401
- Support of dependents: AFI 36-2908
- Private indebtedness: AFI 36-2906
- Suggestions: AFI 38-401
- Changes to a publication: AFI 33-360V1
- Punishment under the Uniform Code of Military Justice: AFI 51-202
- Medical treatment: MAJCOM/SG
- Civilian employment conditions: AFPD 36-12

The higher you start, the longer it can take to resolve an IG complaint

Capt. Kristina Meyle
SAF/IGQ
kristina.meyle@pentagon.af.mil

Instead of bringing an allegation of reprisal to the wing IG, Airman Jones writes her Congressman.

Now that I've brought this to the attention of the highest levels, she reasons, things will happen quick!

To her surprise, they don't, although a letter arrives from her Congressman saying her complaint has been forwarded to the proper channels.

Several weeks go by before she is finally contacted by ... her wing IG!

Why did the system take so long to get back to her? And how come the upper echelons didn't get directly involved?

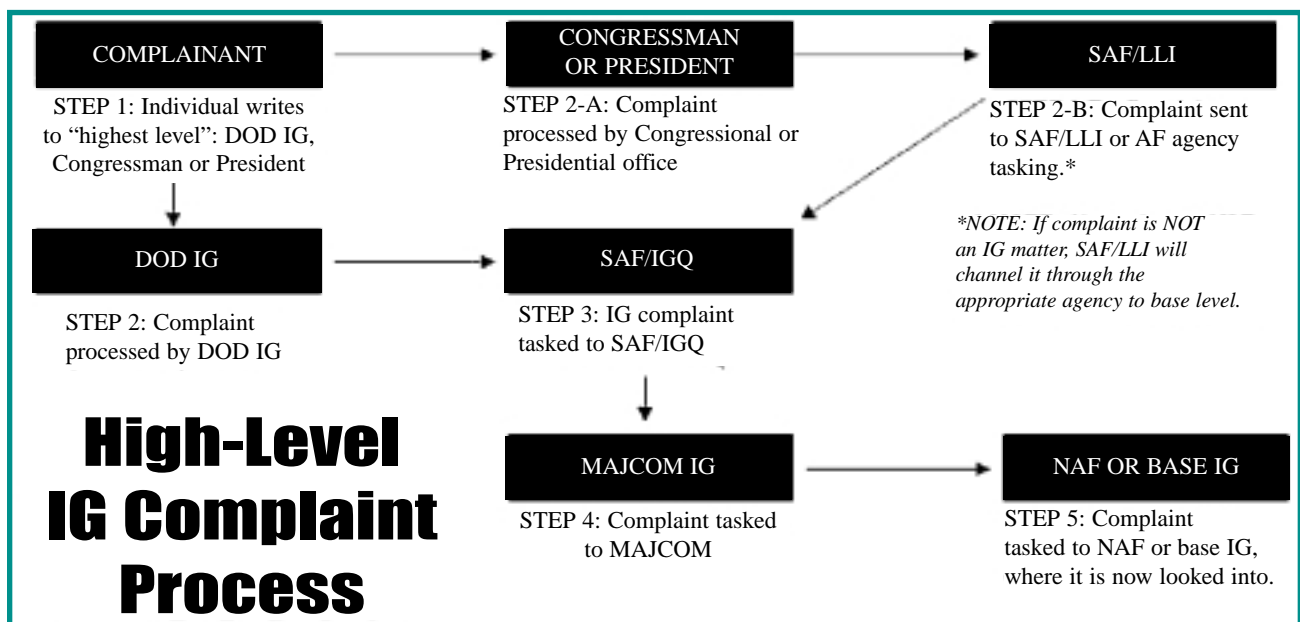
People often send IG complaints to the highest possible level, thinking their complaint will get more attention and be worked faster. Ironically, the opposite can happen. Usually, complaints are handled at the lowest possible level. Complaints entering the system from above take several weeks, maybe even months, to finally filter down to

the right place — precious time which could have been spent looking into them.

In this situation, the congressional office reviewed and tasked Airman Jones' complaint to the Air Force Congressional Liaison Office (SAF/LLI). Since it dealt with IG matters, SAF/LLI reviewed and tasked it to the Air Force Inspector General Inquiries Directorate (SAF/IGQ), reviewed and tasked it to the appropriate major command and informed SAF/LLI of the transfer (SAF/LLI told the Congressional office, who then told the complainant). The MAJCOM reviewed and tasked the complaint to the most appropriate office (normally the complainant's unit IG).

After six weeks, Airman Jones' allegation finally reached her wing IG for action.

But *you* don't need to waste any time! Take your complaint directly to your unit IG office — they'll probably be the level which looks into it (or they will assist you in transferring it to the appropriate place). ♦



What the Base IG can do for airmen

Editor's note: When an airman just isn't sure who to turn to for help, the installation inspector general can be a source for resolution assistance. "Yes, the IG really is there to help you," says Col. Richard Savage, 377th Air Base Wing IG, the installation IG for Kirtland AFB, N.M. For nearly 400 years, the military has turned to the IG to evaluate readiness as well as report and investigate fraud, waste and abuse. In recent times, the IG's role has expanded to help airmen in other ways. For perspectives on how your local IG can help, *TIG Brief* turned to Colonel Savage because of his broad range of IG experience. A veteran of command and higher headquarters assignments, Colonel Savage was director of Field Operations for the Air Force Inspection Agency before becoming the base IG at Kirtland six months ago.

What can the base IG do for airmen?

In a word, assist. In addition to the traditionally understood tasks of accepting and investigating allegations of fraud, waste and abuse within the Air Force, the installation IG, by the very nature of the job, is in a position to assist anyone with just about any issue. Don't know where to turn with an issue? Don't know if you really have an issue and just want to talk it through? Then you should consider your installation IG as someone you can turn to for help.

In most cases, airmen should first seek help through their chain of command. Unlike the IG, an airman's chain of command has command authority to direct resolution of many issues. It is by purposeful design; the IG has no command authority/responsibility. Without the ties of command authority or responsibility, the IG is free to pursue independent and objective assessment or investigation of almost any issue. It is through that independent and objective investigation that the installation IG offers all airmen a basis for continued confidence and trust in Air Force processes and leadership. To reinforce that trust, the installation IG, by law, offers all who come forward with an issue the opportunity for protective disclosure as well as protection from retaliation or reprisal as a result of coming forward.

Does the Base IG serve as "traffic cop,"

directing airmen to the right resource for resolution of a problem?

No, a traffic cop gives direction to keep traffic moving so folks who know where they are headed can get to where it is they are trying to go. I would liken the IG more to a traveler's aid, assisting travelers who had an idea when they started out where and how they wanted to end up, but because of unforeseen or unplanned obstacles are no longer sure of how to get there or how it is they ended up where they are now. To help, you have to make time to listen, understand the events that brought them to their current location and assist in building a new, detailed itinerary. In some cases, as some travelers discover, they just can't get to their final destination and you help them to understand, as I noted earlier, the *why*. So it's more than direction; the IG *assists*.

Can the base IG cure all ills?

No, but we have a pretty good track record of helping airmen resolve or get on the right track to resolving their issues. Over 80 percent of the airmen contacts we have in the IG office deal with assistance in resolution of an issue other than core fraud, waste or abuse. Our issue inquiries on behalf of airmen have ranged the entire support and operational spectrum, including medical benefits, pay inquiries, work schedules, housing assignments and dependent rights, just to name a few. In the majority of our assist inquiries we usually find a simple misunderstanding has led to a breakdown in communication and prevented issue resolution. Either the person with an issue has not been able to clearly communicate their concern or they are not getting to the folks who can best address their issue. Most of the time, our IG inquiry into an issue results in the same answers that were given or would have been given to an airman had he or she known who to ask. The key to the IG office's success in issue resolution resides in our effort to provide an airman the all-important explanation that answers *how* to best approach resolution of an issue and,



when appropriate, *why* the resolution is not as expected or desired. Acceptance of an unpopular or seemingly unfair decision, direction or state of affairs comes much easier when the *why* is explained and understood.

Do you as the base IG encounter "close calls," issues that could or should be handled by other support agencies?

It is rare that the boundaries of an airman's issues are ever so gray that we are unable to determine which IG

office (host or tenant) or base support function (Staff Judge Advocate, Civilian Personnel, etc.) has jurisdiction or is best suited to handle an airman's issue. On the rare occasion that a gray issue does crop up, being careful to protect confidentiality, we hold a round table conference of the possible resolution players and come to agreement on who will take the lead on the issue. In all cases, if an issue comes to the installation IG office and is forwarded to another installation office for action, we track it until a resolution or answer is provided.

Is it your experience that airmen understand how the base IG fits into the scheme of things?

At Kirtland, we have an aggressive training and information program to get the word out on what the IG can do for airmen. We in-brief every new commander, attend every base newcomer briefing and make regular presentations at both squadron and group commander's calls. In addition, for every individual who visits the IG office with an issue, we briefly cover the roles and responsibilities of the IG. Being up front with everyone minimizes the possibility of misunderstanding of the IG's authority to assist with issue resolution.

Anything you want to add?

Every airman should know that in addition to their chain of command, there are several organizations on each installation that can assist them with an issue. If they haven't yet, they should include the IG on the short list of who they can turn to for help. ♦

What Base Legal can do for airmen

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What can Air Force lawyers do to help personnel with their personal legal problems?

Most Air Force personnel know that the business of the Staff Judge Advocate (SJA) centers on providing advice to the commander on a myriad of legal issues: environmental matters, procurement law, the Uniform Code of Military Justice and the Law of Armed Conflict, when necessary.

However, the Air Force also has programs to provide assistance concerning certain civil legal problems to eligible beneficiaries.

Known as "legal assistance," these programs are authorized by law and set up in Air Force Instruction 51-504, *Legal Assistance, Notary & Preventive Law Programs*. The purpose of the program is to ensure that personal legal issues that concern military members do not adversely affect their combat readiness.

The specific matters on which advice can be provided are in AFI 51-504 Chapter 1 at 1.3.1 and include:

- Wills, living wills, powers of attorney and notaries
- Dependent care issues
- Soldiers & Sailors Civil Relief Act issues
- Veterans' reemployment rights
- Casualty affairs
- Landlord-tenant and lease issues
- Tax assistance
- Involuntary allotment issues
- Other issues deemed mission-related by the appropriate commander.

Eligible beneficiaries include:

- Active duty (including Reservists and National Guard members on Title 10 status) and their dependents
- Civilian employees stationed overseas and their dependents residing with them.

Reservists and National Guard members not on Title 10 status but subject to mobilization are eligible for wills and powers of attorney only. (51-504 Chapter 1 at 1.4)

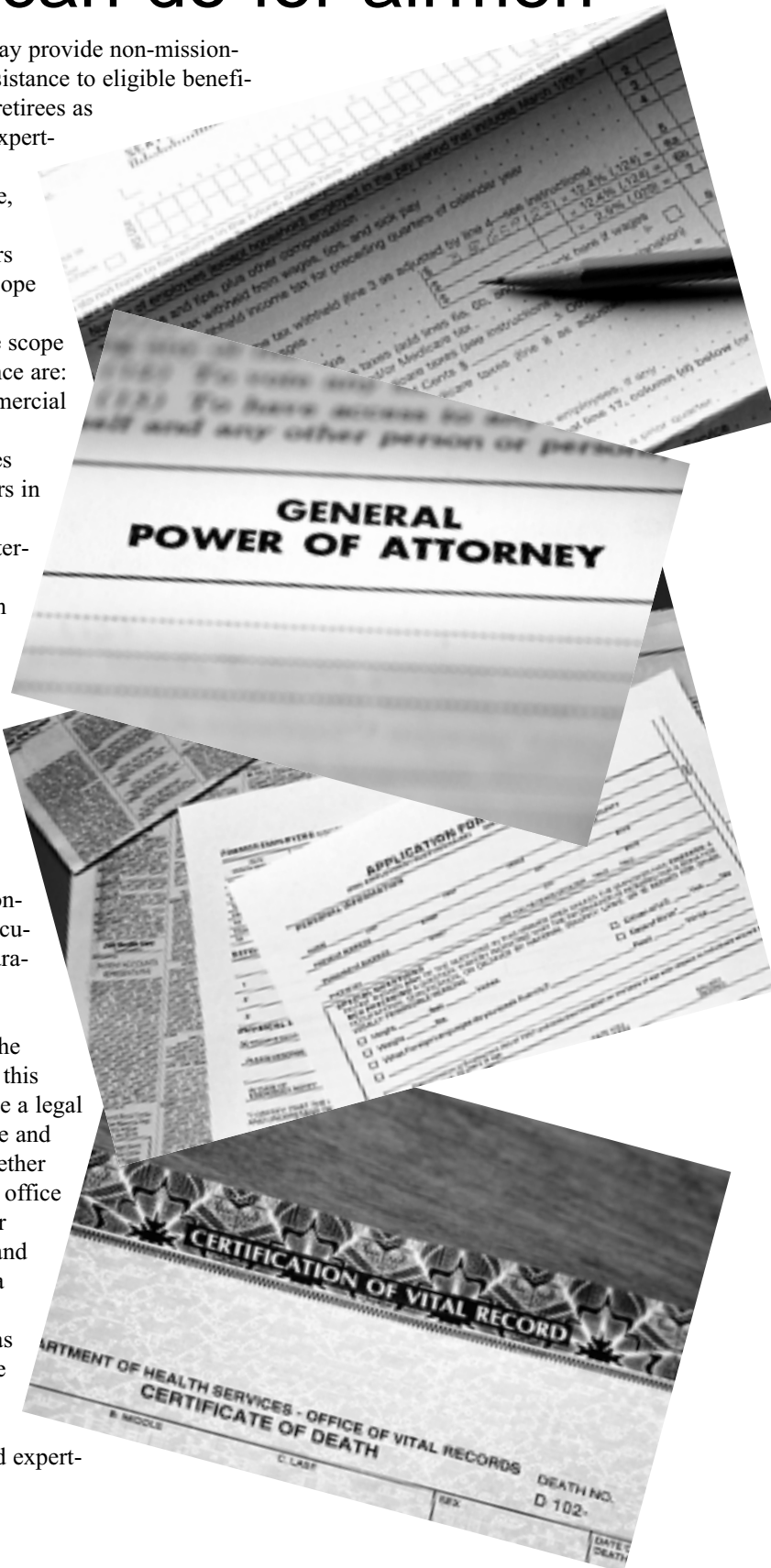
The SJA may provide non-mission-related legal assistance to eligible beneficiaries such as retirees as resources and expertise permit. This can, for instance, include legal advice in matters related to the scope of AFI 51-504.

Outside the scope of legal assistance are:

- Personal commercial enterprises
- Criminal issues
- Official matters in which the Air Force has an interest
- Representation of a client in a court or administrative proceeding.

Also generally outside the scope of legal assistance are: drafting or reviewing personal real estate documents, and separation or divorce agreements.

These are the general rules in this area. If you have a legal problem or issue and are not sure whether your local legal office can handle it for you, call them and ask. Generally a large office can cover more areas than a small one simply due to the availability of resources and expertise. ♦



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